

**EXHIBIT A**  
**SCOPE OF WORK FOR THE ECONOMIC DEVELOPMENT STRATEGY**  
**FOR ALAMEDA POINT**

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The following outlines the detailed tasks envisioned for the scope of work for the Strategy, including proposed task budgets, meeting schedules, deliverables, and completion schedule.

**Task 1: Commercial Market Analysis.** This task represents a traditional commercial market analysis that will evaluate: (1) the opportunities and constraints of Alameda Point for attracting commercial development relative to other local and regional locations; (2) sources and amount of demand for the various types of commercial development within the region; (3) areas and amount of competitive local and regional supply of land and/or buildings for commercial development; (4) baseline near-, mid- and long-term market projections for regional commercial development and attainable capture rate specifically at Alameda Point; (5) potential lease rates, capitalization rates, operating costs, direct costs, indirect costs and developer profit for new and adaptive reuse commercial development types at Alameda Point; and (6) recommendations on the appropriate level of fiscal neutrality “fee” that can be supported by commercial users. This analysis will serve as the local and regional context for preparing a more targeted approach and marketing plan to attracting specific commercial and institutional users and industry clusters, as well as developing financial proformas for the Alameda Point project cash flow.

- **Budget:** \$60,000
- **Meetings:** Three internal meetings with staff.
- **Deliverables:** Technical memorandum summarizing the findings of the commercial market analysis.
- **Schedule:** Draft of memorandum due at end of second month with final memorandum due by end of third month, assuming staff require two weeks to review and comment. Task completed by Month 3.

**Task 2: Alameda Point Tenant Assessment and Forum.** This task consists of analyzing the ARRA’s existing tenant base, which includes two million square feet of building space leased by approximately 60 tenants, resulting in the: (1) identification of successful existing industry and business clusters at Alameda Point, (2) determination of strong existing tenants compatible with the long-term redevelopment vision for Alameda Point and interested in expanding, and (3) identification of other users comparable to the existing tenant base interested in potentially relocating, consolidating or expanding at Alameda Point. Most of this work will be conducted by staff, in conjunction with the ARRA’s property management company, and will include holding a forum for existing tenants to discuss their long-term plans and share their views on the future redevelopment

vision for Alameda Point. This analysis will result in a proposed long-term leasing policy and strategy for targeted areas within Alameda Point that will be coordinated with the reuse and phasing from the latest Navy clean up schedule..

- **Budget:** \$10,000
- **Meetings:** Two internal meetings with staff and one public meeting with existing commercial tenants.
- **Deliverables:** A map of areas within Alameda Point that will be targeted for long-term leasing and a map of existing uses to help identify industry clusters.
- **Schedule:** Task completed by Month 3.

**Task 3: Approach to Commercial and Institutional Groups.** Based on the analysis conducted in Tasks 1 and 2, this task entails assessing the potential for attracting large-scale commercial and institutional users interested in relocating, consolidating or expanding to Alameda Point. This work will include conducting interviews with relevant brokers and/or potential users, reviewing trade magazines and news articles, and contacting regional and state trade councils and associations, which will result in the: (1) identification of tenant profiles with potential for locating at Alameda Point, including a summary of their space and locational needs and preferences, and (2) preparation of a list of “priority” types of businesses that present the greatest potential for Alameda Point. This information will form the basis for future marketing efforts.

- **Budget:** \$25,000
- **Meetings:** One internal meeting with staff and up to 15 meetings with industry experts and potential types of users/tenants.
- **Deliverable:** A list of specific industries and users/tenant profiles that might be interested in locating and/or expanding at Alameda Point and a brief explanation of the rationale for why they might be interest in locating at Alameda Point.
- **Schedule:** Task completed by Month 4.

**Task 4: Adaptive Reuse Physical and Financial Analysis.** This task builds upon, and will not overlap with, the work conducted under the previous tasks and during prior Alameda Point reuse and planning efforts to identify which existing buildings have the greatest market potential for capturing the commercial and institutional users identified above and consistent with the concurrent vision planning process underway for Alameda Point. Specific work tasks include preparing conceptual drawings, landscape plans, and financial analyses for up to 5 prototypical buildings representing the range of adaptive reuse opportunities. These deliverables can be used to target and market these buildings to the appropriate potential users identified in the aforementioned tasks.

- **Budget:** \$75,000
- **Meetings:** Four internal meeting with staff and other consultants.
- **Deliverables:** Conceptual architectural drawings, landscape plans, and financial pro formas for 5 existing buildings at Alameda Point that could serve as prototypes for other similar buildings.
- **Schedule:** Task completed by Month 7.

**Task 5: Industry Feasibility Testing and Interviews.** This task includes interviews with a cross-section of relevant development, business, and industry professionals to review and “market test” proposed land use, adaptive reuse, market, and financial assumptions developed in previous tasks.

- **Budget:** \$10,000
- **Meetings:** One internal meeting with staff and three days of interviews with developers and industry experts.
- **Deliverable:** A memorandum summarizing findings from the market testing interviews.
- **Schedule:** Task completed by Month 7.

**Task 6: Economic Development Strategy Preparation.** In this task, the results of the previous tasks will be clearly presented and summarized in a user-friendly economic development strategy document, including a long-term leasing policy and strategy for specific buildings in targeted areas consistent with the redevelopment vision for Alameda Point. The long-term leasing policy will assist the ARRA in generating increased lease revenues to help fund future predevelopment and implementation efforts for Alameda Point. This task includes Administrative and Public Review Drafts of the Economic Development Strategy that will be revised and then finalized into a Final Economic Development Strategy document. The Economic Development Strategy will be presented by the consultant team in a powerpoint presentation format developed by the consultant at four public hearings.

- **Budget:** \$45,000
- **Meetings:** Two internal meeting with staff and four presentations to public bodies.
- **Deliverables:** Administrative Draft, Public Review Draft and Final Economic Development Strategy that outlines a clear and detailed strategy for attracting

jobs to Alameda Point and integrates the deliverables from previous tasks. A powerpoint presentation summarizing the Economic Development Strategy.

- **Schedule:** The Administrative Draft is due by Month 8; Public Review Draft is due by Month 9 assuming two weeks of staff review time; the powerpoint presentation is due by Month 9; and the Final Report due by Month 10. Task completed by Month 10.